



APRIL 2013

Office of Acquisition and Project Management

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What do we mean when we say *Acquisition Workforce*?

David Boyd, Deputy Director APM

Linda Ott, Chief of Professional Development Division (MA-661), APM

That's a question we've been asking around APM a lot. Before we can explain the acquisition workforce (AWF), we need to make sure we understand what we mean when we say acquisition. As defined in the Federal Acquisition Regulations (FAR),

Acquisition "begins at the point when agency needs are established and includes the description of requirements to satisfy agency needs, solicitation and selection of sources, award of contracts, contract financing, contract performance, contract administration, and those technical and management functions directly related to the process of fulfilling agency needs by contract."

Traditionally the acquisition workforce has been thought to include only contracting officials, project managers and contracting officer representatives; however, DOE's working concept is more inclusive. It includes those who perform the acquisition functions outlined in the definition above. With over 95% of the Department's budget being expended through contracts and financial assistance, more of DOE's federal personnel have direct involvement in contract-related activities.

Although a vast number of DOE personnel are part of the total AWF only a small percentage are required to be certified. In 2005, OFPP issued Policy Letter 05-01 that expanded the definition of the AWF and established three Federal Acquisition Certifications (FAC): The FAC in Contracting (FAC-C) established certification requirements for all positions in the general schedule contracting series (GS-1102) and non-DOD uniformed personnel in comparable positions. This includes all Contracting Officers (CO) regardless of general schedule series with authority to obligate funds above the micropurchase threshold, and all positions in the general schedule purchasing series (GS-1105). The FAC for Contracting Officer Representative (FAC-COR) established certification requirements for all Contracting Officer's Representatives (CORs) and Contracting Officer's Technical Representatives (COTRs), or equivalent positions. The FAC for Program and Project Management (FAC-P/PM) established certification requirements for program and project managers and includes any significant acquisition-related positions identified by the Chief Acquisition Officer, or equivalent.

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So are the “certified acquisition workforce” members the only important ones? Not by a long shot. Each and every member of DOE’s expanded AWF is a key player in the success (or failure) of the Department’s various missions. The various program office personnel who contribute to the development of a solicitation, actively monitor performance, provide legal assistance and review, and manage the financial system are all contributors to the acquisition system. A fault in any one of these roles can be just as threatening to the success of the mission. Just as with a sports team, the least skilled and least prepared member is the weakest link and can bring the entire team down. As with a sports team, constant practice as a team results in better performance. Our acquisition teams need to continually keep abreast of changes in the laws, rules, regulations and policies; they also need to actively monitor contractor or financial assistance recipient progress to ensure the Department receives full value from our funds.

The Professional Development Division has set a goal to provide quality training and continuous learning opportunities so that DOE’s AWF personnel understand the important role each member plays and the vital contribution each makes as a member of the DOE’s AWF team.

CO - FPD Simpatico

Tony Polk, Federal Project Director (FPD), Salt Waste Processing Facility Project Office USDOE-SR

Jeff Short, Contracting Officer (CO), Richland Operations Office

There is a positive correlation between a good CO-FPD relationship and project success. The FPD needs to be a strong leader, to technically understand the work, and is the team member ultimately responsible for project success. The CO is the contract go-to person, accountable for the contract’s soundness and integrity and ultimately responsible for contract management. The FPD and CO are collaborators working together to ensure that the taxpayers’ interests are being managed effectively and efficiently. As partners, the FPD and CO comprise an information source for each other—reciprocally, a sounding board and a balancing force.

We asked Tony Polk, FPD for the Salt Waste Processing Facility in Savannah River, and Jeff Short, CO for the Richland Operations Office, to provide some tips on forming and strengthening the key relationship between the CO and FPD based on their experiences.

Key Points for a successful CO-FPD relationship

- The FPD and the CO must have a close relationship. Project technical, cost and schedule performance are inseparable from good contract management.
- The CO and FPD should be within close proximity, preferably a short walk down the hall from the each other. FPD Polk said he has conversations with his CO at least 4 times a day.

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- Sometimes contract direction is needed quickly to take advantage of opportunities that present themselves or to avoid impediments that arise suddenly. The CO as an active participant can react in a timely manner and, as FPD Polk stressed “the value of this cannot be emphasized enough.”
- The FPD and CO benefit from the powerful influence that a contracting officer wields in matters of technical direction. The CO’s signature on correspondence to the contractor sends a message that the government team is in agreement with the technical direction as it relates to contract requirements.
- CO Short emphasized the FPD should never issue contract direction, whether verbal or written. The CO is an ally and benefits from direct involvement when there is technical direction being given to the contractor. The FPD needs to keep the CO apprised and familiar with the work’s progress.

Key Points on Aligning Project and Contract Management

- The FPD must read and understand the contract and the CO must be technically knowledgeable. This does not mean that the FPD is trained like a contracting officer or the CO is a technical expert. A mutual respect forms when the FPD with working knowledge of the contract and the CO who understands the technical requirements of the project work in simpatico toward project success.
- CO should be given opportunities to tour work zones (site tours) to get a better understanding of the project.
- FPD and CO should discuss directed changes; the CO issues the change.
- Baseline: Authorized unpriced work only for changes duly authorized by the CO (Not To Exceed—NTE—value).
- FPD and CO work together on big changes – open and frequent communication.
- The CO should be an active and full-time member of the Integrated Project Team (IPT). The CO should participate in all Federal IPT staff meetings and should be invited to all pertinent technical meetings with the contractor.
- FPD and CO meet with contractor management frequently – together!
- Stop work orders are required to be in writing issued by a CO (excluding emergency).
- FPD should be schooled on the different types of contracts vehicles.
- FPD needs to understand contract requirements related to small business and self-performed work.

For more information or to review the presentation Tony Polk and Jeff Short gave at APM hosted workshops in 2012, go to <http://energy.gov/management/downloads/presentations-2012-doe-project-management-workshop>.

CHRIS and FAITAS –Systems We Need to Use

Linda Ott, Chief of Professional Development Division, APM

There are two primary systems that DOE AWF members use to register for training—DOE's Corporate Human Resource Information System ([CHRIS](#)) and Federal Acquisition Institute's Training Application System ([FAITAS](#) pronounced fā-taz). Registering in one system for a training class does not automatically populate the other.

FAITAS is the starting place for non-DoD federal personnel to register for Federal Acquisition Institute (FAI) sponsored online and classroom training as well as Defense Acquisition University (DAU) sponsored training. Candidates must be registered users of FAITAS to register for training. In addition to registering for training, all Federal agencies' contracting officers, contracting officer representatives, and program and project managers who hold Federal Acquisition Certifications (FAC) are to register their certification information in FAITAS, the "database of record for FAI recognized AWF personnel". DOE personnel who register and are approved for training through FAITAS must also create a record of each training request in CHRIS.

CHRIS is DOE's system to use for training available at DOE. We are all familiar with using CHRIS so we'll not elaborate on how it works except to note that DOE participates in a monthly data push to OPM's Enterprise Human Resources Information (EHRI) database that feeds agency-completed training histories to FAITAS so certifications can be processed in FAITAS.

The Professional Development Division will be working with Site Acquisition Career Managers (SACMs) and select individuals to increase the number of DOE's FAC holders registered in FAITAS to reach at least 90% by the end of this calendar year. We are presently at around 40%, so we have some work to do. Once EHRI and FAITAS have these data in place, DOE will be in good position to have initial certification processing handled more efficiently.

Since DOE's AWF includes certifications not tracked by FAITAS, DOE will use an application in CHRIS through Employee Self Service (ESS) to manage continuous learning points (CLP) tracking. Federal Project Directors (FPDs) are familiar with the automated CLP tracking system in ESS; starting in May 2013, all DOE AWF members will get an ESS account if they hold a certification issued by the Professional Development Division. The accounts will allow them to input and track CLPs as they are earned through training, workshops, and activities accepted for CLP credit. The CLP tracker will send automated messages alerting DOE users when they have met the continuous requirement to maintain certification, and at 180, 90, 60, and 30 days out if they are at risk of not meeting the two-year reporting requirement. For a complete list of certifications that will use ESS CLP tracking system, reference the table included with this article.

Acquisition Certifications Managed by Professional Development Division at a Glance

	Requirements Set by:			Record of Certification Maintained in:			CLPs Tracked in DOE CHRIS ESS <i>Starting May 2013</i>
	FAI	DOE	Other	FAITAS	PDD Databases	By the Program	
FAC-C	✓			✓	✓		✓
FAC-COR	✓			✓	✓		✓
FAC-P/PM	✓			✓			✓
FPD		✓		✓	✓		✓
Certification in Financial Assistance (CFA)		✓			✓	✓	✓
Technical Project Officers		✓			✓	✓	✓
Personal Property Manager		✓			✓		
Purchasing	✓				✓		
Realty Specialist			✓		✓		

Heads Up for DOE's FY14/FY15 Training Needs Assessment

This year, the Professional Development Division (PDD) will conduct a comprehensive training needs assessment for DOE's entire acquisition workforce. This is your chance to let PDD know what courses you need to meet your professional development goals. You will receive an email message asking you to complete a brief online survey that should take not more than 15 minutes to complete. Additionally, everyone who completes the survey will earn one continuous learning point.

Please help make this assessment a success by participating. We do not want to guess your training needs; we are asking you to tell us.

Be on the lookout for an email with a link to the survey in mid-April.

RU Aware Your SACM is There?

Lorri Wilkins, Professional Development Division APM

SACM (aka Site Acquisition Career Manager) – who are they and why should you care? SACMs are your local authority on the what, why, when, where and how of not only federal acquisition certifications (FAC-C, FAC-COR and FAC-P/PM) but also DOE certification programs covering employees involved in purchasing (GS-1105s), financial assistance programs (GS-1109s and Technical Project Officers) and managing DOE's personal property in the hands of both DOE and DOE's contractors (GS-1103s). The SACM is there to assist you in matters related to certification eligibility and to ensure attainment and/or maintaining certification. DOE's SACMs – promote wise stewardship of taxpayer dollars, one acquisition workforce member at a time.

Given the scale of DOE contracts compared to its workforce - 16,000 federal employees overseeing the work of over 93,000 contractor employees - the SACM's role in preparing employees for contracting and contractor surveillance at the site level is a keystone to mission success. [Click here to find the list of SACMs.](#)

Facilities Information Management System (FIMS)

Gary Horn, Facilities & Infrastructure Management Division, APM

As stewards of a national resource, the Department of Energy uses the Facilities Information Management System (FIMS) to assist in tracking all real property assets owned and managed by the Department. The use of FIMS is mandated by DOE Order 430.1B, "Real Property Asset Management" and provides real time access to facility information, expanded online search features, plus ad-hoc query and standard report capabilities.

The system is used DOE-wide by approximately 550 users, contains information on approximately 20,000 real property records, and has approximately 170 separate data elements. It is relied upon by DOE Headquarters for making daily management decisions as they relate to utilization, disposition, condition, mission dependency, footprint, and maintenance. Real property includes land and anything permanently affixed to it, such as buildings, trailers, roads, fences, and building fixtures (lights, plumbing, heating and air conditioning, etc.).

DOE has real property holdings of approximately

- \$108.3 Billion
- 2.3 million acres
- 11,000 Buildings & Trailers
- 117 million square feet
- 8,000 Other Facilities & Structures (roads, bridges, fences, etc.)

and spends over \$2 Billion on facility operations and maintenance annually.

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Complete and accurate information on real property holdings is critical to the Department. FIMS data is used not only for managing facilities, but also in the Department's financial statements, reporting to General Services Administration's Federal Real Property Profile (FRPP), and responding to inquiries from external sources such as Government Accountability Office, Office of Management and Budget, Congress, and the taxpayers. To insure the correctness of the data contained in FIMS, we employ a statistical validation process annually that compares the data values in FIMS with the values contained in source documents used by the site along with physical "eyes-on" verification. This process demonstrates the presence or absence of a material variance with a 90 percent confidence level.

Each data element within FIMS is sponsored by a Headquarters program office. Over time, changes to the system are required. These changes are submitted to and reviewed by the FIMS Advisory Committee. This committee is comprised of Field Office users, including DOE contractor personnel, which provide recommendations for continuous improvement. For a recommendation to be implemented, approval from the Facilities Data Development Committee (FDDC) is required. The FDDC is comprised of Headquarters program offices that fund the continued operation of FIMS. A formal charter outlines the mission and administration of the FDDC.

FIMS is managed at Headquarters by the Office of Acquisition and Project Management (MA-65). The federal point of contact and system owner within MA-65 is

Mr. Gary Horn
Phone: 202-586-9296
Email: gary.horn@hq.doe.gov

Additional information on FIMS can be found on the FIMS Home Page at www.fimsinfo.doe.gov

Department of Energy's FY 2012 Excess Elimination and Banking Report

Phil Dalby, Facilities & Infrastructure Management Division, APM

Background

Conference Report (Rpt. 108-258) accompanying the FY 2002 Energy and Water Development Appropriations Act directed the Department to offset all new construction at each site with an equal amount of dispositions at that site on a one-for-one square foot (SF) basis. To document the department's progress in meeting the one-for-one offset requirement an Excess Elimination Report is submitted annually as part of the Congressional budget request.

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Bank of Square Feet Established

In order to track and document that the Department is meeting the requirement to offset new construction with dispositions on a one-for-one SF basis, the Department established a bank of disposed and acquired real property. The bank consists of Department of Energy (DOE) owned buildings and real property trailers that have been disposed of since FY 2002 (credits) minus square footage of assets that have been added or expanded since FY 2002 (debits).

To comply with the Conference Report, the Office of Acquisition and Project Management (APM) maintains the DOE Bank of square footage available to offset new construction and generates a yearly report on the status of progress toward eliminating excess and underutilized real property assets. The FY 2012 Excess Elimination Report can be found at: http://www.fimsinfo.doe.gov/Banking/Signed_FY2012_Excess_Elimination_Rpt.pdf.

The elimination of excess and underutilized facilities is an ongoing effort in all DOE programs. Eliminating excess facilities frees up future budget resources for maintaining and recapitalizing DOE's remaining facilities. The FY 2012 Excess Elimination Report summarizes the Department's progress in meeting the one-for-one offset requirement and tracks dispositions and square foot additions since FY 2002.

Since that time the Department's footprint for owned buildings and trailers has been reduced by 15 million square feet (MSF) from over 130 MSF to 115 MSF. In FY 2012 the Department disposed of 2,146,392 SF through demolition, transfer and sale. The Department added 1,181,303 from the construction of new facilities or expanding existing buildings. After applying the one-for-one offset the Department's net bank increased by 965,089 SF bringing the total SF in the DOE bank available for offsetting new construction to 15,492,314 SF. The table below summarizes by program SF available for offsetting new construction.

FY 2012 Program Summary Net Banked (GSF)	
PRGM	Net Banked
EE	422,186
EM	8,296,338
FE	233,952
HS	1,940
LM	35,936
NE	75,829
NNSA	3,168,073
NR	124,871
PA	67,115
RW	16,107
SC	3,049,967
Total	15,492,314

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What Will the Future Hold? – “Freeze the Footprint”

Expect changes in how the Department manages its disposition, new footprint and one-for-one policy – particularly in the Office and Warehouse categories.

Per OMB’s MANAGEMENT PROCEDURES MEMORANDUM NO. 2013-02, the Department of Energy shall not increase the total square footage of their domestic office and warehouse inventory compared to our FY 2012 baseline. APM is currently in the process of working with each Program Office, GSA and OMB in establishing our baseline.

Keep an eye out for more to come ...

Inaugural Property Management Workshop – Going Virtual

Office of Acquisition and Project Management is pleased to announce it will host its 1st **virtual** Property Management Workshop



May 20 to May 23, 2013

11:00 - 3:30 PM EDT each day

The workshop will highlight internal management successes, recent procedural changes, forthcoming initiatives driven by both internal and external forces, and take stock of the climate in which we provide property stewardship services to the Department.

Watch for registration information at: <http://go.usa.gov/2dfP> . See presentations from previous year's real property workshops at <http://fimsinfo.doe.gov/workshops.htm>"

Coming Soon To Better Serve You—A Consolidated Website for Certification and Professional Development

The Professional Development Division is making progress towards creating an integrated one-stop web presence with information relevant to all certifications issued by our division. Our goal is to make the site easier to navigate and information easier to find. The new website will be fully operational in third quarter of FY2013 –that means very soon. We will send a message letting you know when the new website is available. Until then, we have made some preliminary changes.

Our main page is [Certification and Professional Development](#) and is a gateway to the subpages. Subpages available now include: *Acquisition Certifications Program*, *PMCDP*, *Acquisition Training Schedule* (includes ACMP and PMCDP training), and *Acquisition Newsletters*. The first two pages are specific to the respective certification programs, the latter two service the entire acquisition workforce community.

We hope this redesign will promote the synergy that PDD and APM are trying to foster among all members of the acquisition workforce. Stay tuned for the official launch soon.

Recently Certified FPDs



The Certification Review Board certified the following individuals:

Office of Environmental Management:

- John T. Wood – Level I
- Christopher C. Harrington – Level I
- Thomas K. Teynor – Level II

Office of Nuclear Energy:

- Gerardo J. Islas Rivera – Level I

Congratulations to our newly certified FPDs!

DOE Acquisition Certifications FY 2013 Training Schedule



For a full list of DOE acquisition certification training, please visit the Acquisition Career Management Program (ACMP) Powerpedia Page:

<https://powerpedia.energy.gov/wiki/ACMP>

Questions or Comments?

For PMCDP, please email general questions and comments to PMCDP.Administration@hq.doe.gov, or visit our website: <http://energy.gov/management/office-management/operational-management/project-management-career-development-program>.

For ACMP, please email questions and comments to ACMP@hq.doe.gov.

For specific information, please contact one of the following individuals:

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